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# UNITED WAY'S RIVALS GAIN GROUND

## More companies are allowing other federations of charities to solicit employee donations

By BRUCE MILLAR

SAN FRANCISCO

A GROWING NUMBER of corporations are allowing national charity federations other than United Way—including such groups as the Black United Fund, Earth Share, and International Service Agencies—to solicit donations from employees.

United Way continues to dominate employee-giving drives across the country: It has the exclusive right to run campaigns at over one million companies and private organizations, and last year those drives helped to raise $3.11-billion. But its competitors are gaining ground.

Two years ago, only eight private companies in California allowed the Environmental Federation of California to solicit employees. This year, more than 40 businesses have given the federation permission to do so. International Service Agencies, which raises money for international relief and development groups, participated in two corporate drives in 1985; this year, it has been allowed to solicit at 11 companies.

Among the changes:

► After offering its 8,000 employees a United Way–only campaign for more than 30 years, Polaroid Corporation in Cambridge, Mass., is allowing Community Works to solicit donations from workers. Community Works is a Boston-based federation that raises money for groups supporting low-cost housing, improved access to health care for poor people, and environmental protection.

► Nike, the sporting-goods company based in Beaverton, Ore., last year decided to drop its United Way–only campaign to allow the Black United Fund and the Environmental Federation of Oregon to seek donations from its more than 1,800 employees.

► Sun Microsystems in Mountain View, Cal., adopted a combined campaign in 1990 to accommodate employees who wanted more choices about the organizations to which they could contribute.

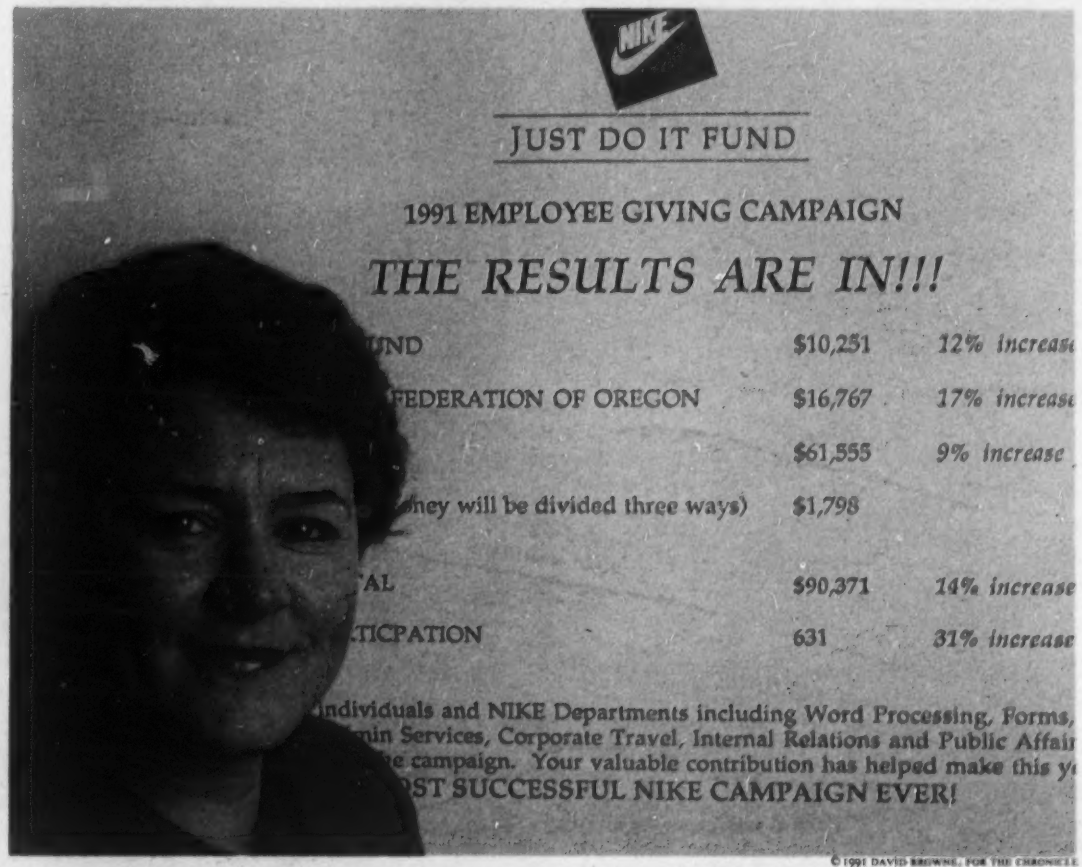
► At the University of Pennsylvania, an employee vote to end a United Way–only campaign persuaded administrators to allow four federations to solicit workers in addition to United Way. About 9,000 faculty and staff members were eligible to vote.

A United Way's partnership with a community foundation: Page 21.

Many employers still oppose opening up their campaigns, however. Three large employers—J.C. Penney, United Parcel Service of America, and US West—have in recent years reaffirmed their intention to limit their fund drives to United Way.

United Way's rivals have long been putting pressure on employers to open their campaigns to a variety of solicitors. The federations waged a battle for years to gain access to the federal government's on-

*Continued on Page 24*

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**Virginia Hensen, of Nike, says the sporting-goods company decided to let non–United Way federations solicit workers because "the sense was that our employees were not that excited about United Way giving."**


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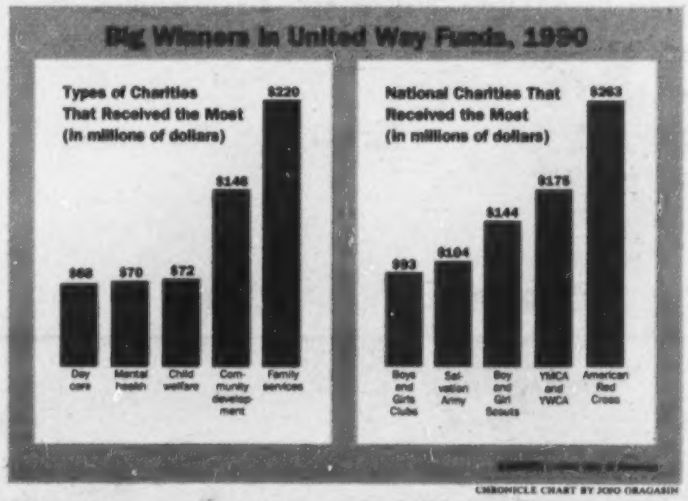


CHRONICLE CHART BY JOJO OBAGASIN

**United Way's Beneficiaries**

The American Red Cross and programs for families received the most United Way support in 1990. (See chart above.) Story on Page 14.

**An Ambivalent Philanthropist**

George Soros has created more than a dozen foundations, but he hopes none of them will survive him. Story on Page 6.

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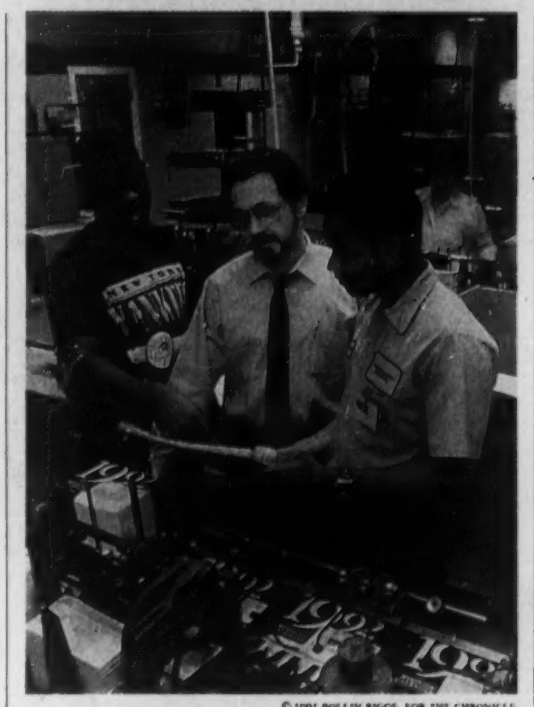

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**21** **A committee representing fund raisers and board members has come up with a set of proposed guidelines for counting gifts to capital campaigns.**


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**10** Many companies say they are giving less to the arts this year.

**8** Digital Equipment Corporation will give $5-million worth of computer equipment to organizations that deal with AIDS and Alzheimer's disease.

**9** The Melville Corporation, a retail chain, has announced a $1.5-million plan to promote excellence in public education.


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**43** **Datebook:** Forthcoming conferences, seminars, and workshops, and deadlines for grants and awards.


### Corrections

▶ An article on new fund-raising strategies used by environmental groups (November 5) should have stated that Conservation International, not the Environmental Defense Fund, was involved in a joint marketing venture with McDonald's to distribute coloring books about rain forests.

▶ A table giving total revenue of non-traditional funds (November 5) should have given the following figures for Community Shares of Wisconsin: $286,593 for 1989, $337,968 for 1990, and $370,000 projected for 1991.

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# Insurance Companies' Giving Rose Only 1% in 1990

WASHINGTON

Cash contributions to charitable causes from life- and health-insurance companies grew by less than 1 per cent last year—falling well short of the 6.1-percent growth in inflation, according to a new report by the Center for Corporate Public Involvement.

Based on figures provided by the same 99 companies over five years, dollars donated by those companies increased from $115-million in 1989 to $116-million. From 1986 to 1990, giving increased by 19.6 per cent.

While 395 companies provided some information for the survey, only 157 disclosed how much money they distributed, $149-million in all.

The center represents members of the American Council of Life Insurance and the Health Insurance Association of America.

As it has in past years, education topped the list of causes supported by the insurance industry, receiving $41.5-million. Of the companies that specified how their money was distributed, 87 per cent said that they contributed to education.

United Way campaigns and other federal drives received the next largest share at $28.1-million. Companies gave more to urban and civic affairs than to cultural organizations last year, $22.2-million compared with $17.3-million.

Corporations participating in the study also directed $3.5-million specifically to AIDS-related programs. The general category of health and safety received $21.7-million, and $934,000 was contributed to a medical research fund run through the center.

Free copies of the report are available from the Center for Corporate Public Involvement, 1001 Pennsylvania Avenue, N.W., Washington 20004-2599.

—JENNIFER MOORE

## Insurance Company Giving

### Contributions in 1990

| | | | |
|---|---|---|---|
| Urban & civic affairs | $22,217,000 | Hunger & homelessness | $2,548,000 |
| United Way | 28,147,000 | AIDS | 3,471,000 |
| Health & safety | 21,713,000 | Medical research | 934,000 |
| Education | 41,458,000 | Other | 11,164,000 |
| Culture | 17,318,000 | **Total** | **$148,970,000** |

Based on reports from 157 companies.

### Cash Contributions, 1986-90

| In Millions | 1986 | 1987 | 1988 | 1989 | 1990 |
|---|---|---|---|---|---|
| Urban & civic affairs | $15 | $13 | $13 | $16 | $17 |
| United Way | 19 | 21 | 22 | 22 | 24 |
| Health & safety | 11 | 12 | 14 | 18 | 16 |
| Education | 29 | 29 | 30 | 32 | 35 |
| Culture | 14 | 12 | 14 | 20 | 15 |
| Other | 9 | 10 | 7 | 7 | 9 |
| **Total** | **$97** | **$97** | **$100** | **$115** | **$116** |

Based on 99 companies reporting in all five years.

### Companies Backing Community Projects in 1990

| | | | |
|---|---|---|---|
| Education | 87% | Activities for senior citizens & retired people | 44% |
| Arts & cultural programs | 78 | Safety programs | 34 |
| Youth activities | 73 | Day-care programs | 32 |
| Local health programs | 72 | Housing programs | 32 |
| Neighborhood improvement | 61 | Environmental programs | 31 |
| Minority affairs | 58 | Programs for the hard-to-employ | 29 |
| AIDS education & treatment | 57 | Crime prevention | 28 |
| Drug- or alcohol-abuse programs | 53 | Prenatal & well-baby care | 25 |
| Programs for the handicapped | 51 | Health promotion/low-income & minority populations | 16 |
| Hunger & homelessness programs | 50 | Transportation programs | 16 |
| Based on reports from 167 companies. | | Other | 17 |

SOURCE: Center for Corporate Public Involvement

# IN BRIEF: Giving

## Digital to Give Computers to Health Groups

The Digital Equipment Corporation will give $5-million worth of computer equipment to organizations that deal with AIDS or Alzheimer's disease.

The supplies will go to organizations around the world that plan to use computer technology to enhance major research projects and programs for populations that are at risk from the diseases.

"One of the targeted philosophies for the company is that it help to provide affordable, high-quality health services," said Nikki Richardson, a spokeswoman for Digital.

The Maynard, Mass., company will make grants worth up to $500,000 each from now through June of 1993. Proposals will be reviewed on a continuing basis.

More information about the grant program and an application can be obtained by calling the company's corporate-contributions office at (508) 493-9210.

## New Fund to Raise Money for Former Soviet Republics

Critical food shortages and general economic chaos in the former Soviet republics have prompted the creation of a fund that will help generate private donations for humanitarian relief and stimulate growth of private groups there.

The Soviet/American Fund for Freedom and Democracy was organized by Yankel Ginzburg, a Washington-based Soviet artist with close ties to Russian President Boris Yeltsin; L. Ronald Scheman, a Washington lawyer and adviser to the Soviet Embassy in Washington; and Michael Mitchell, executive vice-president of the 1984 summer Olympics in Los Angeles. Four corporate chief executives have agreed to support the new fund: Lee Iacocca of Chrysler Corporation, Hamish Maxwell of Philip Morris Companies, John J. Murphy of Dresser Industries, and Michael Yanney of First American Investment Company.

Mr. Scheman said that fund raising for the organization would begin in earnest this month.

As citizens in the republics brace for a harsh winter, the fund will work to generate contributions from American business and charitable groups and help coordinate private relief efforts to prevent widespread hunger and shortages.

The fund was created in response to President Bush's calls for Americans to help the former Soviet Union restructure its centralized economy.

In the long term, the fund hopes to provide direct humanitarian aid and help establish democratic and non-governmental economic institutions in the Soviet republics.

The fund's organizers have met with U.S. Ambassador to Moscow Robert Strauss, President Yeltsin, and leaders of three other republics to assess the needs.

More information may be obtained after December 10 from Lew Townsend, executive direc-

# Points of Light 612 to 623

WASHINGTON

As part of the White House's "Points of Light Initiative" to encourage volunteerism, President Bush plans to honor 1,000 individuals, non-profit groups, and companies that are "making a difference in their communities."

The White House estimates that by recognizing one person or organization each day, it will have named 1,000 "Points of Light" by next Inauguration Day, January 20, 1993.

Following are the latest people and organizations to be recognized:

**612. Sister Elizabeth Stoup,** Orlando, Fla., who, as principal of the Morning Star School for young people with physical, mental, and learning disabilities, has initiated job-placement programs for students and is establishing a home for disabled people who otherwise would have no place to live.

**613. Camp Baskerville,** Pawleys Island, S.C., whose volunteers prepare meals for community festivals, offer remedial education for children who attend the camp, and coordinate construction crews that build new homes or refurbish substandard homes.

**614. Carl Pangle,** Toledo, Ohio, a troop leader for the Boy Scouts of America who also volunteers at the Lutheran Orphans and Old Folks Home and helped establish a local food drive for low-income people.

**615. Garland Handy,** Burlington, N.C., who leads a worship service for deaf people, teaches sign-language classes, and volunteers at local hospitals, where he spends time with deaf patients.

**616. Elizabeth Aro,** Baltimore, a former cancer patient who has volunteered as a counselor for other cancer patients throughout Baltimore for the past 15 years.

**617. Tamara Youngman and the Volunteers of Matthew House 18,** Champaign, Ill., who operate an educational center for children of low-income single parents, where they provide meals and tutor the children in reading, mathematics, and computer use.

**618. Peter Geiger and the Geiger Bros. Adopt-a-School Program,** Lewiston, Me., who have adopted the Montello School in Lewiston. Geiger Bros. employees work with elementary students there, and Mr. Geiger is an advocate for similar partnerships with local schools.

CAMP BASKERVILLE

**Volunteers at Camp Baskerville in Pawleys Island, S.C., help renovate houses, tutor children, and prepare meals for communitywide festivals. Above, volunteers with a house they renovated.**

**619. Volunteers at Johnson Elementary School,** Cedar Rapids, Iowa, who tutor students in writing and reading skills, and who coordinate a school committee that plans monthly community-service projects.

**620. University Migrant Services, California State University at Fresno,** which gives students from migrant or farm-worker families advice on university admission, academics, and career planning.

**621. O. W. Motivational Inc.,** Cincinnati, whose volunteers operate the Early Childhood Stimulation and Parent Training program for preschool youngsters and tutor students in the 1st through 11th grades in reading and mathematics.

**622. Powell Hollings,** Westbury, N.Y., who tutors students at Powell's Lane School in mathematics and helps disabled children and adults learn to swim.

**623. South King County Multi-Service Center Literacy Program,** Federal Way, Wash., whose volunteers teach English as a second language and operate the Homeless Education to Achieve Readiness for Tomorrow (HEART) program for children living in transitional housing projects.

# Jewish Groups Advised to Try New Approaches to Philanthropy

By VINCE STEHLE
BALTIMORE

Jewish federations must alter the way they raise and spend money because charitable needs in the United States and Israel are changing and increasing rapidly, key leaders told the annual meeting here of the Council of Jewish Federations.

Morton L. Mandel, chairman of the board of Premier Industrial Corporation in Cleveland and a past president of the council, said that now that Israel was a mature country, money raised in North America might be better used to take care of special needs in the Jewish state, not to support services that could be provided by the government.

He also said that the federations, which raise money for Jewish social-service agencies in their communities as well as for international-relief efforts, needed to make sure they were doing enough to be accountable to donors.

Mr. Mandel and other Jewish philanthropic leaders at the meeting said that the federations should develop new ways of expanding their sources of revenue, such as building endowments and starting money-making ventures, and not count solely on fund raising.

### Demands for Donor Choice

Even so, federations should continue to stress the importance of their annual fund-raising drives, and should not give in to demands from some donors who want to earmark their annual gifts for particular causes, said meeting participants.

"Frankly, as soon as we open up to that notion, though it sounds democratic, it seems to me that we'll be putting our federations back many, many years," said Stephen B. Nasatir, executive vice-president of the Jewish Federation of Metropolitan Chicago.

In 1991, fund raising by Jewish federations reached $1.33-billion, which is the highest total ever and represents an 11 per cent increase over the $1.2-billion collected last year. According to the United Jewish Appeal, which channels aid from the federations to Israel, the 1991 annual appeal raised $693.7-million, which will be split roughly in half for domestic and international programs. Operation Exodus, a special appeal to aid the resettlement of Soviet Jews who have emigrated to Israel, netted $640.5-million in gifts and pledges this year.

For many years, North American Jews have given millions of dollars annually to support social services in Israel. But some federation officials want to reconsider the relationship between Jewish philanthropic institutions and Israel.

"We want to help," said Mr. Mandel, who served as president of the council from 1978 to 1981. "But to act intelligently we must take into account the fact that it's been 43 years since the establishment of Israel, and conditions surrounding our relationships have changed materially.

"In 1948, large-scale American Jewish financial assistance for the settlement of Jews in Israel was absolutely basic to building the country. Today, in 1991, American Jewish philanthropy, although still very important, represents a small fraction of funds needed to meet human needs in Israel. The Israeli government, through Israeli taxpayers, has assumed the overwhelming part of this obligation.

"The American-Jewish philanthropic opportunity now, therefore, is to identify and meet special needs beyond those which are, and can be, met by the government of Israel."

Mr. Mandel contended that it would be difficult to maintain high levels of support from American Jewry if federations failed to conduct such a reappraisal.

### Audits Already Conducted

The Jewish Agency for Israel, the Israeli organization through which most international aid to Israel passes, has undergone several major audits and reviews over the years, and leaders of the agency said that they constantly review its operations.

"It's very healthy to evaluate and re-evaluate Israel's current and future needs," said Norman Lipoff, a Miami tax lawyer who is chairman of the United Israel Appeal, the American organization that distributes money from the United Jewish Appeal to the Jew-

# Many Corporations Are Giving Less in the Arts in 1991, Survey Finds

By ANNE LOWREY BAILEY

Many corporations are giving less to the arts this year, a new survey has found.

Among 46 major companies that include some of America's largest corporate arts supporters, 26 reported that they would give less this year, and another five froze their giving at 1990 levels. Only 14 said they would give more.

Those findings come from a survey of members by the Business Committee for the Arts, a New York–based group of corporate arts patrons.

Among companies cutting back, budgets for giving to the arts have been trimmed by an average of 11 per cent from 1990, the survey found. Companies cited the recession, lower earnings, and a shift away from the arts in favor of education and human services as the main reasons for the cutbacks.

For companies that are giving more to the arts, budgets rose by an average of 15 per cent. Those respondents said that their companies were spending more to match employee gifts to arts groups and that their overall giving budgets had grown as well.

### Arts Groups Fear Program Cuts

The committee also for the first time surveyed arts organizations about the corporate support they receive. Over half of the 116 groups responding said that if the recession and drop in corporate support continued, they would be forced to reduce programs, performances, exhibitions, and services. Sixteen per cent said reduced corporate support would also force them to lay off staff members.

The cutbacks in many companies' arts budgets follow deep cuts in government spending on the arts in most states. This year, state support for the arts plunged by 22 per cent, to $214.7-million, down from $273.7-million in fiscal 1991 according to the National Assembly of State Arts Agencies.

## What Companies Say About Support of the Arts

**Why Companies Give to the Arts**

| | What they hope to achieve | What they say they achieve |
|---|---|---|
| Evidence of good corporate citizenship | 91% | 24% |
| Strengthen employee relations | 67 | 61 |
| Enhance image | 65 | 65 |
| Reach important constituencies | 65 | 63 |
| Encourage employee creativity | 35 | 26 |
| Increase media coverage | 35 | 26 |
| Promote products | 28 | 24 |
| Increase sales | 20 | 13 |
| Increase productivity | 15 | 13 |

**What Arts Groups Could Do to Work Better With Businesses**

| | |
|---|---|
| Understand the company's guidelines | 70% |
| Make reasonable requests for support | 63 |
| Understand business goals and objectives | 54 |
| Provide project and organization budgets, tax-exempt documentation, lists of other business supporters, etc., with proposals | 50 |
| Submit proposals earlier | 35 |
| Include marketing plans with proposals | 28 |
| Be more willing to work with the company to develop programs to meet the company's business needs | 26 |

**Obstacles to Working With the Arts**

| | |
|---|---|
| Limited resources | 80% |
| Pressure to support other causes, such as education and social-service programs | 61 |
| Lack of measurable business benefits | 17 |
| Lack of top-level executive interest | 13 |
| Lack of employee interest | 9 |

## What Arts Groups Say About Business

**Challenges in Seeking Money**

| | |
|---|---|
| Decreased philanthropic giving because of the recession and downturn in the economy | 37% |
| Competition with other not-for-profit organizations for fewer philanthropic dollars | 35 |
| Shifts in businesses' philanthropic giving away from the arts toward education and human services | 33 |
| Lack of name recognition and awareness of the arts organization among the business community | 11 |
| Lack of local businesses to approach for support | 9 |
| Shift in business giving from the philanthropic to the marketing department | 8 |
| Decrease in sources of funds because of mergers and acquisitions | 6 |
| Lack of business understanding of the important contributions the arts make to the well-being of the community | 5 |

**Problems in Collaboration**

| | |
|---|---|
| Business is too oriented to marketing and public relations | 26% |
| Business wants high visibility | 25 |
| Business is not willing to take risks on new projects | 20 |
| Business is interested in sponsoring projects what will attract large audiences | 19 |
| Business wants a large return for a small contribution | 19 |
| Business does not always understand the benefits of sponsoring the arts | 19 |
| Business often would like more advance planning time to develop a sponsorship than an arts organization is able to provide | 18 |
| Business goals and expectations are not defined clearly at the beginning of the relationship | 18 |
| Business wants quantifiable results that are not easily obtainable | 18 |

SOURCE: Business Committee for the Arts

But a majority of the companies in the business committee's survey said that those government spending cuts had not affected their decisions about giving to the arts.

Almost two-thirds said their companies made gifts to arts organizations to enhance their image. Companies said the amount of press coverage they received for their arts gifts was an important measure of the program's impact: 65 per cent chose that measure, and another 38 per cent said audience attendance figures were important.

A majority, 70 per cent, said that company giving officers worked with the public-relations department to develop arts sponsorships; 46 per cent worked with the advertising department; and 35 per cent worked with the marketing department.

In the survey of arts groups, 96 per cent said they received grants from corporations, which accounted for an average of nearly 24 per cent of private support.

Arts groups cited the recession, competition with other nonprofits for fewer philanthropic dollars, and a shift in corporate giving away from the arts toward education and human services as the greatest challenges to winning corporate support. Over 80 per cent also said they planned to spend more time seeking contributions from small and medium-sized businesses as a way to expand their bases of support.

Copies of the two reports, "BCA Members Report on their Alliances with the Arts," and "The Arts Report on their Alliances with Business," are available for $4 each from the Business Committee for the Arts, 1775 Broadway, Suite 510, New York, 10019; (212) 664-0600.

# Churches Offer Health Care, Study Finds

More than three-quarters of American churches provide health-care services to their members and to the general public, according to a new report.

Congregational health programs most commonly consist of counseling, referral services, and educational efforts, but 16 per cent of the churches also offer screening clinics and 7 per cent provide direct health services, according to a report of a study conducted by the National Council of Churches and the National Center for Children in Poverty at Columbia University.

"Churches are key intermediaries for people looking to get their health needs met," said Karen E. Collins, program director for health justice at the National Council of Churches.

Seventy-eight per cent of religious congregations deal with at least one health concern, and half of them operate three or more public-health programs, according to the report, which was based on a survey of nearly 1,900 congregations in 16 Protestant denominations, including the Episcopal Church and the Evangelical Lutheran Church in America.

The study was paid for, in part, by the Ford Foundation and the Carnegie Corporation of New York.

"We underestimate greatly the amount of support churches provide, and we don't provide them with enough resources to do it," said Prudence Brown, deputy director of the Ford Foundation's urban poverty program. "It's a network that is often left out of the program debate."

Over half of the churches responding said they offered nutritional programs, substance-abuse treatment, and mental-health services. Seventeen per cent said they provided prenatal care for expectant mothers.

Over half of the churches said they used their staff members, volunteers, or funds to provide health services, and 48 per cent said they provided food for nutritional programs and space in which to operate health programs.

In some instances, said Ms. Collins, rich and poor congregations have cooperated to provide health care to the needy. "For example, a wealthy suburban church that doesn't have access to impoverished people will often work with another church that is located in the inner city," she said.

The report concluded that, while many churches offer some health services, they could not be expected to replace existing programs. Instead, it said, they should be relied upon to extend, assist, and enhance other health-care resources. Said the report: "Pastors, congregational staff, and volunteers assist poor families who may not know where to turn for help or who may distrust usual sources of care."

Copies of the report are available from Karen Collins, Office of Health Justice, National Council of Churches, 475 Riverside Drive, New York 10015; (212) 870-2664. The cost is $2 each, including postage. —VINCE STEHLE

## Churches and Health

| The Issues Churches Are Involved In | Percentage of churches |
|---|---|
| Nutrition | 59% |
| Substance abuse | 55 |
| Mental health | 53 |
| Access to medical services | 33 |
| Access to prenatal care | 17 |
| Vision and hearing screening | 17 |
| Health-insurance coverage | 15 |
| Immunization | 14 |
| Other | 8 |

| What Churches Contribute | |
|---|---|
| Staff time | 54% |
| Volunteers | 54 |
| Money | 51 |
| Food (hunger and nutrition projects) | 48 |
| Space | 48 |

| Who Church Programs Serve | |
|---|---|
| General community | 68% |
| Church members | 56 |
| Immediate neighborhoods | 40 |
| Other congregations | 25 |

| Activities Churches Support | Percentage of churches |
|---|---|
| Counseling | 55% |
| Referrals | 48 |
| Education | 43 |
| Payment for services | 39 |
| Support groups | 30 |
| Advocacy | 22 |
| Transportation | 21 |
| Screening | 16 |
| Treatment | 7 |

| Churches' Programs for Children | |
|---|---|
| Nutrition | 43% |
| Medical services | 18 |
| Prenatal care | 17 |
| Mental health | 16 |
| Immunization | 12 |
| Vision and hearing | 11 |
| Substance abuse | 9 |
| Health insurance | 5 |

| Who Else Is Involved | |
|---|---|
| Public health agencies | 46% |
| Other churches | 42 |
| Private health organizations | 34 |
| Individual physicians | 30 |

SOURCE: National Council of Churches

# New Gifts: Former Farm Worker Gives Shaw U. $10-Million

An alumnus of Shaw University is giving the historically black institution an unrestricted gift of $10-million.

The gift, from Willie E. Gary, a personal-injury lawyer who chairs the university's Board of Trustees, is the largest the Raleigh, N.C., institution has received from an individual.

Ronald L. Swain, Shaw's vice-president for institutional advancement and planning, said the money would be used to increase the size of the university's endowment, for improvements in campus buildings, and for scholarships, among other things.

Mr. Gary received a business degree from Shaw in 1971. A migrant worker as a child, he was rejected from the other undergraduate institutions to which he had applied. He said he wanted to pay back the university that gave him the opportunity to develop professionally.

"I was two seconds away from no doubt going back to the orange groves and the sugar-cane fields," he says. "I figure that the $10-million is just a small down payment of a debt I will never be able to pay."

Other recent gifts:

**Barry U. (Fla.):** Estimated $7-million bequest from the estate of Lillian Rooney Powers of Huntington, W.Va., whose husband, Frank J. Rooney, owned a construction and development company in Miami, for the university endowment, construction of a new building, and renovations throughout the campus.

**Clark U. (Mass.):** $2.8-million bequest from the estate of Gustaf Carlson of Charlotte, N.C., an industrial chemist, to endow a fund for undergraduate scholarships, a fund for graduate students in chemistry, a publications fund in the chemistry department, and a fund for the Sackler Sciences Center.

**Cornell U. (N.Y.):** $30-million anonymous challenge gift to endow professorships.

**Dartmouth College (N.H.):** $1.6-million from Gordon Russell of Portola Valley, Cal., and Ketchum, Idaho, a general partner in Sequoin Capital, Menlo Park, Cal., for a visiting professorship and scholarships and support services for American Indian students.

**Guilford College (N.C.):** $1.75-million from Edward J. Bauman of Greensboro, N.C., former chief executive officer of Blue Bell Inc. in Greensboro, and his wife, Vivien, for the Bauman Telecommunications Center.

**Indiana U. Foundation:** $11-million bequest from the estate of Ruth Norman Halls of Santa Barbara, Cal., a representative for the textbook publisher Scott Foresman, for several projects in the arts and humanities, including an endowed chair, endowed professorships, the Wells Scholars Program, graduate fellowships, an arts and humanities fund, and a new theater and drama center.

**Kennedy Institute (Md.):** $5-million from Zanvyl Krieger of Baltimore, a co-founder of the U.S. Surgical Corporation in Norwalk, Conn., and a former principal owner of the Baltimore Colts and Orioles, for its capital campaign.

**Muhlenberg College (Pa.):** $100,000 from Ray Holland, president of Holiday Companies Inc. in Allentown, Pa., and his wife, Thelma, for a bronze sculpture of the college's namesake, Henry Melchior Muhlenberg, patriarch of the Lutheran Church in America.

**Polytechnic U. (N.Y.):** $6-million from Joseph J. Jacobs of Los Angeles, chairman of the board of Jacobs Engineering Group, for a faculty-development and recognition program and for the university's endowment.

**Texas Southern U.:** $100,000 from the boxer George Foreman of Houston, to endow scholarships for law-school students and students in the communications department.

**U. of Kentucky:** $5-million from W. T. Young of Lexington, Ky., an entrepreneur and breeder of Thoroughbreds, to construct a new library on the university's Lexington campus.

# Ambivalent Philanthropist Spends

*Continued from Page 6*

has enabled me to be more alert to revolutionary changes and to try to keep up and to move with it."

### Promoting Democracy

Moving with it, in his case, has meant supporting a wide network of people working to promote democracy and pluralism in Soviet-bloc countries, and setting up foundations whenever that became feasible: in Hungary in 1984, Poland in 1988, Czechoslovakia in 1989, Bulgaria and Romania last year, Yugoslavia and Albania this year.

The foundations, although managed autonomously, all support non-governmental activities that collectively promote open societies—those where, in Mr. Soros's words, no single person or institution has a monopoly on the truth.

In practice, that has meant doing everything from helping dissidents travel abroad, to equipping independent journalists with television cameras and computers, to translating seminal works by Alexis de Tocqueville, John Stuart Mill, and Betty Friedan.

Each of the foundations is governed by people in their respective countries, supported by staff members at the Soros Foundation office in New York. Most grants go directly to people and organizations in the region rather than to support non-profit U.S. intermediary groups.

The foundation in each country is free to make grants however it wishes—but Mr. Soros retains the right to withhold his support should he disapprove of how a fund is operating.

By establishing separate foundations in each country rather than making grants through a single fund, Mr. Soros hopes to nurture independence and a benevolent form of nationalism.

By also establishing programs and institutions like the Central European University and the East-West Management Institute that draw participants from the entire region, he hopes to promote the perception that all Europeans are linked in a common destiny.

Together, in fact, the network of foundations and institutions forms a model for the decentralized, pluralistic confederation he would like to see created in the former Communist bloc on an international scale. That decentralized approach also accommodates the great differences between countries in the region in terms of their political, economic, and social development, while encouraging people in the region to learn from each other's experience, rather than turning only toward the West.

### Credited with Keeping Hope Alive

In a region in which balky communications systems, inconvertible currencies, and hostile government bureaucracies make any grant making difficult, Mr. Soros is given credit for keeping hope alive.

"He didn't make the revolutions and he didn't sustain the dissident networks; these things would have happened absent George Soros," says Ian Cuthbertson, who directs the security program at the Institute for East-West Security Studies in New York. "But he was giving fax machines and PC's to people when no one else was doing it, at a time when most people thought they were decades away from taking power. For a lot of people, he was a court of last resort."

Mr. Soros, unhampered by much of the protocol of larger and older foundations, has been able to respond quickly and flexibly to rapidly evolving conditions. And in countries where the border between what is permitted and what is not can change daily, his foundations have relentlessly pushed the boundaries toward openness and diversity—often in creative ways.

In former Soviet republics, for example, foundation directors must book foreign visitors at hard-currency hotels yet cannot legally possess dollars. The solution? Give them corporate American Express cards.

"I've been moving the goalposts as fast as possible," says Mr. Soros. "You are dealing with a revolutionary process, fast-changing and accelerating, so what is possible at one time was impossible at another time."

### 'Changing the Rules'

Much of Eastern Europe has now stabilized enough for other foundations to begin programs there, Mr. Soros says. But the former Soviet Union is still in turmoil.

"While I encourage other foundations to move and I am happy to help them, they're right to be hesitant, because they are not flexible enough," he says. "They play by the rules—and I'm interested in changing the rules."

Mr. Soros details the evolution of his network of foundations in *Underwriting Democracy*, published this summer by The Free Press in New York. The book also describes the philosophical framework of his philanthropy, which relates to the social disequilibrium in which he specializes.

### Doesn't Like Foundations

But whether in print or in conversation, Mr. Soros minces no words: He doesn't much like foundations. Grant-making institutions by their very nature corrupt both the recipient, who becomes an object of charity, and the giver, "because the recipients are going to kowtow to you, suck up to you, and tell you what you want to hear," he says. "People who are professional givers suffer from the professional deformity that they are never told the truth."

Despite the best precautions, therefore, the critical process essential to grant making tends to erode over time, Mr. Soros says. "When you set up an institution to implement your idea and the institution becomes interested in its own survival rather than in servicing that idea, that's the ultimate corruption," he says.

"Grant-giving institutions are as good as the grant giver," he notes. "If they are to be human, they ought to have a human life span" and not continue indefinitely—to stray inevitably from the founder's vision and develop a self-sustaining, self-justifying bureaucracy.

Of the foundations he has estab-

# Day Care for Children and the Elderly Gains in United Way Giving Priorities

Day-care programs for children and the elderly are making rapid gains in the amount of support they receive from United Ways across the country.

In a new report detailing how United Ways are distributing their funds, United Way of America reported that day care climbed from 2.71 per cent of the total in 1986 to 2.96 per cent in 1990—faster growth than any other type of program supported by United Ways. Last year, United Ways spent $68.3-million for day-care programs for children and the elderly.

The report, issued every two years, was based on information provided by 508 local United Ways that raise $100,000 or more. (The last such report was done in 1988, but was not released until 1989 because United Way officials fell behind schedule in writing it.)

The expansion in day-care financial support represented a significant shift in priorities for United Ways, said Bob O'Connor of United Way of America.

**Just six years ago some local United Ways requested that day-care programs not be included in a . . . promotional brochure.**

He recalled that just six years ago some local United Ways requested that day-care programs not be included in a United Way of America promotional brochure.

Despite the increase in support for day care, groups that provided a wide array of family services received the most financial support in 1990. Family services, which include counseling, family-life education, foster grandparents, and emergency assistance, received $220-million, followed by community development at $146-million and child welfare at $72-million.

The American Red Cross was the national organization that received the most United Way support in 1990 with $263-million. The other top groups receiving United Way support were YMCA's and YWCA's ($175-million), Boy Scouts and Girl Scouts ($144-million), the Salvation Army ($104-million) and Boys and Girls Clubs ($93-million).

### Aid to Big Groups Shrinks

In another important shift, allocations to the top United Way–supported organizations, such as the Red Cross and Salvation Army, appeared to be shrinking slightly.

In 1985, the 30 largest United Way–supported national organizations received 50.54 per cent of total allocations estimated at $1.649-billion. In 1990, the top 30 organizations received 47.25 per cent of an estimated $2.3-billion in allocations, said Mr. O'Connor.

Among the other charities and social-service categories that saw the highest growth in United Way support:

► Catholic Charities USA, which increased from 1.51 per cent of United Way outlays in 1986 to 1.93 per cent in 1990.

► Crisis assistance, which includes groups that deal with spouse abuse and suicide prevention. Their share of United Way aid climbed from 1.17 per cent to 1.81 per cent.

► Substance-abuse programs, which rose from 1.25 per cent to 1.5 per cent.

► Emergency aid, which rose from 0.84 per cent to 1.29 per cent.

► Employment-assistance programs, which grew from 0.89 per cent to 1.13 per cent.

Health programs, family services, and youth and social-development programs received almost 60 per cent of the estimated $2.3-billion that United Ways distributed in 1990.

The other categories of assistance were:

► Food, clothing, and housing, which received 9.1 per cent.

► Day care (7.8 per cent).

► Community development (5.5 per cent).

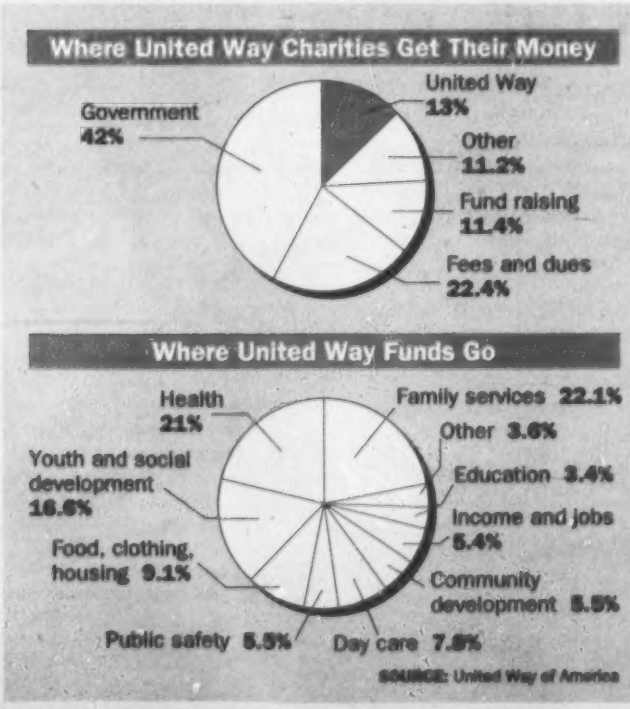
► Public safety, which includes primarily disaster prevention and relief services (5.5 per cent).

► Employment assistance and training (5.4 per cent).

► Education (3.4 per cent).

► Miscellaneous services (3.6 per cent).

Copies of the report are available for $6 each. Contact: Tony De Cristofaro, United Way of America, 701 North Fairfax St., Alexandria, Va. 22314. —BRUCE MILLAR




## Organizations That Receive Funds From United Way

| Type of agency | Per cent of United Ways reporting allocations | Number of agencies | Dollars received: Estimated amount | Dollars received: Percentage of total | Dollars received: 4-year change (1988-1990) |
|---|---|---|---|---|---|
| Aging | 77.0% | 2,071 | $49,671,036 | 2.16% | +32.9% |
| Alcoholism and substance abuse | 66.9 | 1,471 | 35,574,754 | 1.55 | +42.5 |
| Alzheimer's | 6.1 | 77 | 749,259 | 0.03 | — |
| American Red Cross | 97.4 | 1,376 | 262,844,167 | 11.43 | +16.4 |
| Arthritis | 22.6 | 226 | 6,352,240 | 0.28 | +1.8 |
| Autism | 12.2 | 40 | 954,567 | 0.04 | +143.9 |
| Big Brothers and Big Sisters | 52.6 | 693 | 28,034,210 | 1.22 | +18.0 |
| Blindness | 24.2 | 331 | 12,825,320 | 0.56 | +5.4 |
| Boy Scouts and Girl Scouts | 99.0 | 2,628 | 143,904,332 | 6.26 | +7.6 |
| Boys' and Girls' Clubs | 46.9 | 1,133 | 93,276,375 | 4.05 | +17.5 |
| Camp Fire and other camping agencies | 31.1 | 494 | 19,208,191 | 0.83 | +6.7 |
| Cancer | 31.3 | 394 | 50,144,262 | 2.18 | +27.2 |
| Catholic charities | 19.9 | 257 | 47,436,429 | 2.06 | +51.7 |
| Cerebral palsy | 32.5 | 373 | 24,355,285 | 1.06 | +11.7 |
| Child welfare | 69.3 | 1,723 | 72,291,097 | 3.14 | +16.6 |
| Community and neighborhood development | 46.3 | 2,101 | 145,563,849 | 6.33 | +19.6 |
| Crime and delinquency | 18.3 | 187 | 5,927,167 | 0.26 | +135.4 |
| Cystic fibrosis | 3.1 | 37 | 996,428 | 0.04 | −4.4 |
| Day care (children and adults) | 66.5 | 2,145 | 68,347,207 | 2.97 | +29.6 |
| Diabetes | 8.1 | 93 | 3,212,460 | 0.14 | +18.6 |
| Education | 57.1 | 1,271 | 18,478,014 | 0.80 | +65.3 |
| Emergency assistance | 64.8 | 1,665 | 30,388,560 | 1.32 | +82.1 |
| Employment | 39.6 | 818 | 27,669,730 | 1.20 | +51.2 |
| Environment | 1.0 | 12 | 100,233 | 0.00 | — |
| Epilepsy | 23.6 | 208 | 4,030,780 | 0.18 | +17.4 |
| Ethnic and cultural awareness | 15.6 | 289 | 11,919,821 | 0.52 | +8.5 |
| Family services | 74.8 | 2,208 | 219,979,689 | 9.56 | +13.5 |
| Goodwill Industries of America | 19.1 | 226 | 13,767,745 | 0.60 | +10.4 |
| Health, miscellaneous | 90.9 | 3,521 | 158,539,990 | 6.89 | +15.6 |
| Heart disease | 28.1 | 296 | 28,443,803 | 1.24 | +41.4 |
| Hemophilia | 6.5 | 35 | 1,011,590 | 0.04 | +21.9 |
| Information and referral | 31.3 | 420 | 11,988,436 | 0.52 | +20.6 |
| Jewish federations | 3.5 | 44 | 14,432,096 | 0.63 | −24.3 |
| Kidney disease | 11.0 | 93 | 1,801,720 | 0.08 | +9.7 |
| Labor | 3.9 | 44 | 1,994,369 | 0.09 | −11.9 |
| Legal aid and social advocacy | 43.3 | 779 | 26,798,149 | 1.16 | +38.0 |
| Lung disease | 4.1 | 58 | 2,798,916 | 0.12 | +60.8 |
| March of Dimes | 0.4 | 5 | 26,627 | 0.00 | — |
| Mental health | 76.2 | 2,080 | 70,307,075 | 3.06 | +17.0 |
| Military service (including USO) | 39.4 | 525 | 5,526,808 | 0.24 | −20.2 |
| Multiple sclerosis | 10.0 | 84 | 3,587,994 | 0.16 | +21.0 |
| Multipurpose | 22.4 | 616 | 48,069,680 | 2.09 | +23.7 |
| Muscular dystrophy | 1.0 | 12 | 354,206 | 0.02 | +17.5 |
| Physical handicaps | 26.4 | 347 | 12,126,725 | 0.53 | +48.3 |
| Planned Parenthood | 6.7 | 84 | 2,710,300 | 0.12 | +1.6 |
| Planning organizations | 11.2 | 194 | 15,886,501 | 0.69 | +14.0 |
| Pregnancy assistance | 22.0 | 250 | 7,425,961 | 0.32 | +274.0 |
| Public protection, safety, and rescue | 14.6 | 312 | 3,052,232 | 0.13 | −40.5 |
| Retarded citizens | 70.7 | 1,427 | 46,013,766 | 2.00 | +22.7 |
| Salvation Army | 86.2 | 1,390 | 104,416,207 | 4.54 | +14.0 |
| Sexually transmitted diseases | 22.2 | 243 | 3,769,307 | 0.16 | +287.9 |
| Sickle-cell disease | 6.7 | 79 | 2,710,845 | 0.12 | +1.4 |
| St. Vincent de Paul Society | 1.4 | 16 | 402,463 | 0.02 | −46.4 |
| Travelers' Aid | 8.9 | 107 | 9,593,467 | 0.42 | −10.0 |
| Urban League | 20.9 | 233 | 37,301,365 | 1.62 | +15.2 |
| Volunteers | 28.0 | 410 | 14,567,587 | 0.63 | +9.3 |
| Women's crisis and spouse abuse and suicide prevention | 79.7 | 1,770 | 46,663,969 | 2.03 | +84.4 |
| YMCA and YWCA | 80.7 | 2,024 | 175,029,537 | 7.61 | +11.3 |
| Youth development | 52.6 | 1,481 | 36,247,577 | 1.58 | +20.3 |
| Miscellaneous | 31.1 | 641 | 8,979,523 | 0.39 | −48.5 |

Note: Based on 288 United Ways reporting in all four years.

SOURCE: United Way of America

near the end of a campaign should be paid off within an amount of time equivalent to not longer than the duration of the full campaign (including nucleus-fund phase).

(3) *Estate Notes / Deferred Pledge Agreements:* Pledges of deferred gifts when made should be written and reported in accordance with the standards for reporting such gifts outlined below.

**Government Funds:** No government funds should be reported toward campaign totals. In certain states government grants are leveraged through private gifts. Even in these circumstances, however, only the amount of private gifts being matched, or being used to match government funds, should be counted.

### Exclusions

The following types of funds should be excluded from campaign report totals:

(1) Gifts or pledges, outright and deferred, which already have been counted in previous campaigns, even if realized during the campaign reporting period.

(2) Investment earnings on gifts, even if accrued during the time period of the campaign and even if required within the terms specified by a donor source.

(3) Earned-income transfer payments from medical or analogous practice plans.

(4) Surplus-income transfers from ticket-based operations.

(5) Gains on the disposition of assets such as life-insurance policies irrevocably owned by the institution.

(6) Contract revenues.

## Standards for Reporting Certain Types of Gifts and Pledges

**Securities:** Securities should be counted at the average of the high and low market value on the date the donor relinquished control of the assets in favor of the institution.

**Real and Personal Property:** Gifts of real and personal property exceeding $5,000 in value (land, houses, paintings, antiques, rare books, etc.) should be reported at the fair market value placed on them by an independent, expert appraiser at the time the donor relinquishes control in favor of the institution. Gifts less than $5,000 may be reported at the value declared by the donor.

### Members of Panel on Campaign Gifts

**Vance T. Peterson,** vice-president for institutional advancement, Occidental College (Los Angeles), *chair*
**G. David Gearhart,** senior vice-president for development and university relations, Pennsylvania State University (University Park)
**Martin Grenzebach,** chairman, John Grenzebach and Associates (Chicago)
**Warren Heemsn,** vice-president for development and alumni relations, University of Chicago
**James A. Hyatt,** assistant vice-president for resource planning and budgets, University of Maryland at College Park
**Ray E. Muir,** associate vice-president for development, University of Michigan (Ann Arbor)
**James F. Ridenour,** senior consultant, Marts & Lundy (Baltimore)

**Gifts in Kind:** Gifts in kind for which donors are eligible for a charitable-gift deduction in accordance with current IRS standards should be reported at the fair market value placed on them by an independent, expert appraiser. (See Management Reporting Standards for gifts under $5,000.) Only those gifts in kind which can be convertible to cash, or items such as equipment, books, artworks, and the like, that would have been purchased by the institution during the period of the campaign, funds permitting, should be counted.

**Life Insurance:** Only the amount of premiums paid (or pledged) during the period of the campaign, or the cash surrender value of fully paid-up life-insurance policies for which the institution is irrevocable owner, should be reported in campaign totals. If the face amount of a policy owned by the institution should be realized during the campaign period, the difference between the cash value and the insurance company's settlement at the death of the donor should not be reported as a gift but rather as a gain on the disposition of assets. The full amount received from the proceeds of an insurance policy in which the institution was named beneficiary, but not owner, should be reported.

**Charitable Remainder Trusts, Pooled Income Funds, and Gift Annuities:** Gifts made to establish charitable remainder trusts, contributions to pooled income funds, and gift annuities should be credited at fair market value of the assets given. Because funds transferred into these giving vehicles are in control of the institution and subject to institutional investment policies, it is not necessary to calculate net realizable value for campaign reporting purposes.

**Charitable Lead Trusts:** Only the income received from a charitable lead trust during the campaign period, or during a pledge period not to exceed the specified duration of the campaign period, should be reported.

**Trusts Administered by Others:** Only the fair market value of assets placed in trust during the period of the campaign, to which the institution has an irrevocable right to all or a predetermined portion of the trust's income, should be reported in campaign totals. It is not necessary to calculate net realizable value for campaign reporting purposes.

**Non-Government Grants and Contracts:** Grant income from private, non-government sources should be reported; contract revenue should be excluded. The difference between a private grant and contract should be judged on the basis of the intention of the awarding agency and the legal obligation incurred by an institution in accepting the award. A grant, like a gift, is bestowed voluntarily and without expectation of any tangible compensation; it is donative in nature. A contract carries an explicit *quid pro quo* relationship between the source and the institution.

**Testamentary Pledge Commitments:** Institutions choosing to include testamentary pledge commitments in the deferred commitments portion of their campaign totals may do so only under certain restrictions:

(1) the donor is at least 65 years of age when the commitment is made;

(2) the commitment is for a single life or, if a double life, the second donor also conforms to the age 65 limitation;

(3) there is a specified amount or percentage of the estate stated in the will based on a credible estimate of the future value of the estate at the time the commitment is made;

(4) the commitment is accompanied by an irrevocable instrument such as an estate note or contract to make a will;

(5) the amount is discounted to present value based on the formula:

$$\frac{P}{1.04^e}$$

where "P" equals the pledge amount and "e" equals the life expectancy of the donor(s). Example: a $100,000 pledge through the will of a 65-year-old male would be reported as a campaign commitment of $49,382.

**Pledge Commitments by Life Insurance:** For persons 65 or older, fully paid-up life-insurance policies for which the institution is made the irrevocable owner and beneficiary may be treated in the same manner as testamentary pledges. That is, the amount of the death benefit of such policies may be counted in accordance with the present-value formula indicated above.

*Extreme caution must be exercised by development officers in valuing such commitments since some life-insurance policies may not actually be worth the full stated value of the insured amount.* For example, the cash value of a policy may have been borrowed against or the insurance company itself may have invaded cash value to meet missed premium payments. In such cases, loans would have to be repaid from any death-benefit proceeds due to a beneficiary. Certain policies may also contain a provision wherein the insured amount drops significantly after a certain age has been attained. In all such cases, the lesser value must be used to calculate any discounted value to be credited to a campaign.

Institutions choosing to report either testamentary pledge or life commitments are strongly urged to investigate carefully the actual circumstances underlying any estate or insurance-based pledge and err in all cases on the side of conservatism in counting such commitments toward campaign totals. If any circumstances should make it unlikely that the amount pledged by bequest will actually be realized by the institution, then the commitment should be further adjusted according to specific circumstances, or not reported at all.

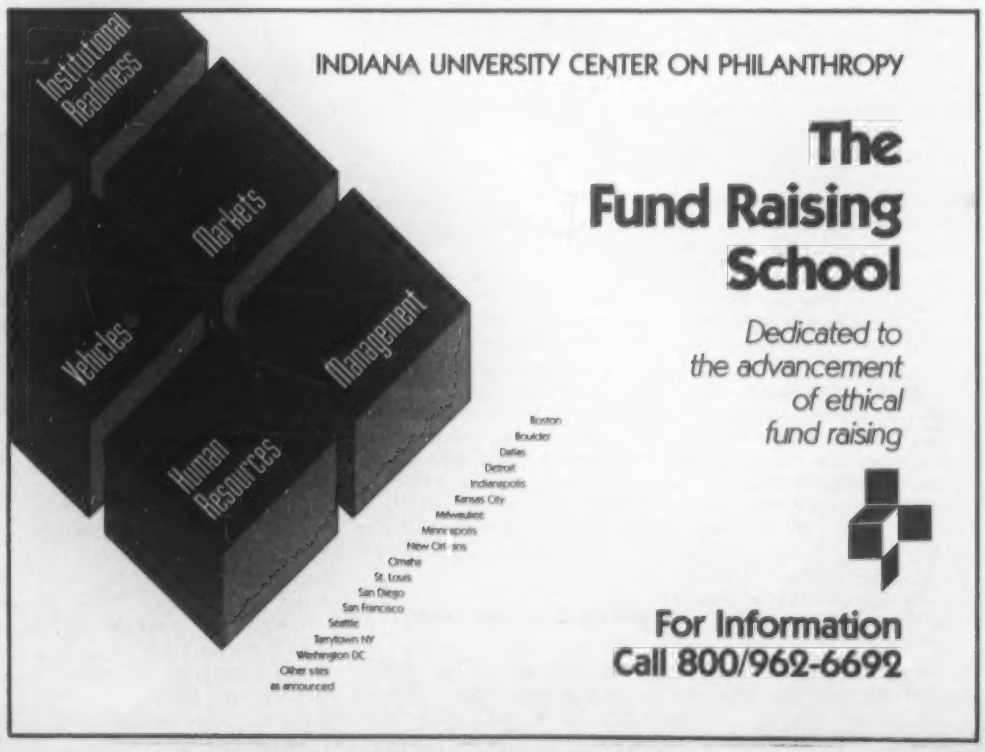
**Testamentary Gifts:** All bequests realized during the defined duration of the campaign should be counted and reported at full market value. If any amount was previously entered in campaign totals as a pledge, however, this amount must be subtracted from what is credited to the campaign.

## Campaign Update

**Status and recent results of drives for endowments and capital improvements**

| | Started or announced | To conclude | Goal | Amount raised |
|---|---|---|---|---|
| Aspen Institute (Colo.) | Oct. 1991 | Oct. 1994 | $18,000,000 | $10,500,000 |
| Bethany College (Kan.) | Oct. 1991 | Dec. 1992 | 2,000,000 | 725,000 |
| City Theatre Company (Pa.)* | Spring 1989 | Spring 1992 | 2,400,000 | 1,932,000 |
| Indianapolis Symphony Orchestra | May 1990 | Spring 1995 | 50,000,000 | 40,000,000 |
| John Carroll University (Ohio) | June 1990 | Dec. 1995 | 40,000,000 | 14,100,000 |
| Mississippi Opera | Oct. 1991 | Dec. 1992 | 250,000 | 12,000 |
| Purdue University (Ind.) | July 1989 | 1994 | 250,000,000 | 132,000,000 |
| Quinnipiac College (Conn.) | Sept. 1991 | June 1993 | 7,000,000 | 4,410,000 |
| St. Louis Science Center | May 1989 | Oct. 1991 | 34,000,000 | 34,200,000 |
| St. Jude Children's Research Hospital (Tenn.) | June 1991 | June 2000 | 250,000,000 | 29,000,000 |
| Southeast Missouri State University | July 1987 | March 1992 | 25,000,000 | 24,000,000 |
| Tuskegee University (Ala.) | Nov. 1991 | 2000 | 150,000,000 | 54,000,000 |
| University of Evansville (Ind.) | June 1986 | Sept. 1991 | 40,000,000 | 48,877,066 |
| University of Kentucky | Oct. 1991 | Spring 1992 | 20,000,000 | 8,200,000 |
| University of Miami | Nov. 1991 | Nov. 1994 | 50,000,000 | 2,500,000 |
| University of Nevada at Reno | Jan. 1990 | Dec. 1995 | 105,000,000 | 41,000,000 |

* Due to a change in the new location for the theater (for which the campaign was initiated), the campaign was put on hold for approximately six months.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# OPINION

**Commentary and Letters**

## *What Good Givers Do*

*By KENNETH N. DAYTON*

AFTER 40 YEARS of both asking for and making major gifts to worthwhile causes, I've seen the difference between good givers and bad givers. Fortunately I have seen and been inspired by a lot of good givers, but unfortunately I have witnessed a lot of bad givers as well.

Here's what I think good givers do:

► They aim to be good givers. Like any other important endeavor they undertake, good givers want to do it well. That takes thought, planning, and an attitude that I characterize as trusteeship—the conviction that we all are trustees of the money we have earned or inherited. It is fun to have money only if it can help others, but distributing money in a way that makes a difference is a difficult and wonderful challenge.

► They decide how much to give in a particular year, and in a lifetime as well. There is no right answer to this question, but each person should decide how much he or she can give. In making that decision, it may help to look at some statistics on giving trends. The people of this country give on average 2.5 per cent of their income. That's up from 1.8 per cent a decade earlier. The amazing—and shameful—fact is that low-income givers contribute a higher percentage of their income than their wealthier counterparts. Those who make between $10,000 and $20,000 give 3.2 per cent of their income, compared to only 1.8 per cent for those who make between $50,000 and $75,000 and 2.9 per cent for those who earn over $100,000. Good givers donate much more than that.

**MY VIEW**

**Sometimes donors should try giving twice as much as they were asked for—what fun they will have! Such a gift can open up a whole new world of excitement for them.**

► They enjoy giving. They would rather say Yes than No, even though they sometimes have to say No. They are turned on by the pitch of the solicitor and always have open ears. They are happy to part with the money because they know it's going to help. For some, giving is only a painful and necessary act forced by societal and social pressures. But not for good givers—for them, it's a joy.

► They never refuse to be solicited. You don't have to give, but you do have to listen if a personal request is made. People who will not listen, who will not see a solicitor, miss out on so much. They narrow their horizons, they shut themselves off from valuable knowledge and input, and they get typed as miserly skinflints. I know an extremely wealthy person who won't ever see a solicitor. He is a miserable person.

► They see the solicitor as quickly as possible. Like "How about tomorrow at 10:30?," not "Oh, I couldn't possibly consider that until December, or next year, or after I get back from my around-the-world cruise," or "Call me in a year." What help are those answers to people involved in a worthy cause?

► They are always humble, never arrogant. Good givers recognize that the solicitor is doing far more than they are for the good of the cause or the community. All donors are being asked for is money. The solicitor has already contributed time, energy, and money—probably a far higher proportion of his or her income than he or she is asking the donor to give. Solicitors therefore should be congratulated, thanked, and encouraged. Good givers treat the solicitors with respect, admiration, and appreciation.

## LETTERS

### *Staff Members Back Departing Chief of AIDS Fund*

TO THE EDITOR:

On behalf of the professional staff at the American Foundation for AIDS Research (AMFAR), the undersigned wish to applaud the quality leadership of our former executive director, Robert H. Brown.

We were highly concerned to read the headline of the article that appeared in the November 5 issue of *The Chronicle of Philanthropy* ("Head of AIDS Fund to Quit Following News Reports on His Views About Homosexuals"). We want you and your readership to know that Mr. Brown's resignation was not in any way related to "his views about homosexuals." Mr. Brown during his tenure at AMFAR has shown sensitivity, acceptance, and support for all individuals regardless of race, religion, gender, or sexual orientation.

We stand united to testify that all charges that have been reported in the press regarding his sensitivity to gay issues are totally unfounded, spurious, and absurd. Our experience working with him, both as individuals and as a team, has been positive, reasonable, and without any indication of bias.

The following AMFAR staff, which includes gay and straight men and women, give Mr. Brown their vote of confidence and best wishes. AMFAR has benefited from many of his contributions, including a stronger management structure and a much-strengthened presence on the West Coast and in Washington, D.C.

We send our thanks for his direction, which will help us face the challenges of the AIDS epidemic in the years to come. We wish him well in his future endeavors and we remain his friends.

MEGAN CHAMBERS
BRIAN ARNDT
ABBEY CHERNELA
AND 38 OTHER STAFF MEMBERS
American Foundation for AIDS Research
Los Angeles, New York, and Washington

### *The YMCA isn't just for men*

TO THE EDITOR:

Just a point of clarification on your item in the "In Brief" section October 8 about distribution of funds to primarily male organizations ("$10-Million Given to Create 'Feminist Brain Trust' ").

The Y is a community-service organization, working to meet the health and social-service needs of families and children. The Y is one of the largest providers of child care in the country. For the last decade, half of our members have been women. We currently serve six million young people under 18.

And Y's are not just staffed by men. More than half of the professional full-time Y staff members around the country are women.

LESLIE COHN
YMCA of the USA
Chicago

### *Do we really value volunteers?*

TO THE EDITOR:

It has been interesting to read the letters to the editor in re-